

SECRET

Approved For Release 2005/07/25 : CIA-RDP62-00634A000200040001-3

INDEX

NO.	DATE	DESCRIPTION
1	17 Feb. '54	Drafts of Staff Study re Multi-Purpose Slots for CIA Career Service Board and drafts of supporting memo.
2	18 Feb. '54	CC of supporting memo and staff study re Multi-Purpose Slots for CIA Career Service Board.

Approved For Release 2005/07/25 : CIA-RDP62-00634A000200040001-3

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MEMORANDUM FOR: CIA Career Service Board

SUBJECT: Multi-purpose Slots

1. In recent discussions with the Deputy Director of Central Intelligence and the Assistant Director for Personnel the subject of multi-purpose slots has been considered. It has been agreed that the establishment of a separate block of positions to be used for the assignment of personnel in the capacity of full time inter-office consultants or specialists is feasible.
2. It has been recognized that within the Central Intelligence Agency the need exists for the retention of selected personnel who possess unusual qualifications which cannot be fully exploited by any one component of the Agency on a current full time basis. However, such individuals may have one or more capabilities which can be utilized on a full time basis by a combination of Agency components until the need arises for the maximum exploitation of their knowledge and skills by a single Agency component.
3. The Office of Training is aware of at least three individuals who fall within this category.
4. This Office must be continually informed of the detailed functions performed by each segment of the Agency. This knowledge, together with the experience gained through the establishment and administration of the Junior Officer Training Program and certain aspects of the Career Development Program, could be readily applied to the management of such multi-purpose slots.
5. It is proposed, therefore, that the Office of Training be charged with the responsibility of developing and initially implementing a program for the administration of twenty-five multi-purpose slots.

Document No. ~~SECRET~~ 001
NO CHANGE in Class. ☐
☐ DECLASSIFIED
CLASS. CHANGED TO: TS S

MATTHEW HAYES
Director of Training

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18 February 1951

MEMORANDUM FOR: CIA Career Service Board

SUBJECT: Multi-Purpose Slots

1. **PROBLEM:**

To establish some means by which individuals possessing unusual qualifications may be employed or retained by the Central Intelligence Agency, despite the fact that their capabilities cannot currently be fully utilized by any single component of CIA.

2. **ASSUMPTIONS:**

a. Long-range estimates of personnel requirements based upon anticipated operational needs would indicate the necessity for retaining in the employ of CIA, personnel possessing unusual qualifications or the employment of such personnel when their services become available.

b. Establishment of a block of positions for the purpose of accommodating personnel placed in the category of full time inter-office consultants and specialists is considered by General Counsel to be within the legal authority of the Director of Central Intelligence.

3. **FACTS BEARING ON THE PROBLEM:**

a. The CIA currently has within its employ individuals who possess unusual qualifications which should not be lost to the national intelligence effort even though such unusual qualifications at present are not being fully utilized within their present assignment.

b. Recent T/O reductions have limited the opportunities of staff and office heads with respect to making appropriate reassignment of such individuals.

c. The Central Intelligence Agency does not at present have any separate block of positions set aside to accommodate personnel in this category.

d. Under the authority of Public Law 110, 81st Congress, the Director of Central Intelligence has the authority to employ personnel to execute the functions and responsibilities of CIA.

SECRET

e. The establishment of a block of positions for the purpose of accommodating personnel placed in the category of full time inter-office consultants and specialists is considered to be feasible by the Assistant Director for Personnel.

h. DISCUSSION:

25X1 a. [] establishes the Office of Personnel and sets forth the functions and responsibilities of this Office.

25X1 b. [] establishes the Office of Training and sets forth the functions and responsibilities of this Office.

25X1 c. [] establishes the Career Service Program and sets forth the functions and responsibilities of the CIA Career Service Board.

d. Functions of the Office of Personnel, as quoted below, are related to the problem as stated.

"The Assistant Director for Personnel shall:

a. Formulate and recommend policies which shall govern the administration of personnel throughout the Agency.

c. Inspect, review and evaluate all phases of personnel management activity for adequacy of personnel programs at all levels of the Agency.

f. Provide personnel service for the Agency to include:

(2) Procurement and placement of personnel for all components of the Agency. []

e. Functions of the Office of Training, as quoted below, are related to the problem as stated.

"The Director of Training shall:

a. Formulate and carry out training policies, plans, standards, and programs to increase the capabilities of personnel to serve the Agency.

b. Develop and direct, in coordination with appropriate offices, training programs in the United States relating to the skills and techniques required in the specialized operational activities specifically charged to the Agency.

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h. Direct a comprehensive program for the selection, professional training, and career preparation of junior officer personnel in cooperation with the various offices of the Agency." [REDACTED]

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f. Continued efforts by the Office of Training to identify the specific functions performed by individuals assigned to the various components of CIA for the purpose of developing and conducting realistic training programs has resulted in a centrally located repository of knowledge concerning the detailed responsibilities and functions of the various Offices of CIA which the Office of Training serves.

g. The establishment and administration of the Junior Officer Trainee Program has resulted in a carefully developed set of criteria against which prospective candidates for this program are selected. Experience in this field could be readily applied to the selection of personnel for assignment to Multi-Purpose Slots.

h. Assessment and Evaluation Staff, Office of Training, possesses the capability of aiding in the selection of personnel to be assigned to Multi-Purpose Slots.

i. The facilities of the Office of Training are ideally suited for the administration of Multi-Purpose Slots and, in consideration of the continued daily contacts between this Office and the other components of CIA, acceptable procedures could be readily established for the full utilization of personnel assigned to Multi-Purpose Slots.

j. It is estimated that approximately [REDACTED] Multi-Purpose Slots would be adequate. Such Multi-Purpose Slots can be established within the present CIA personnel ceiling by assessing each Office and DD/P Senior Staff on the following bases:

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- | | |
|--|---------|
| 1. Offices of less than [REDACTED] employees | 1 Slot |
| 2. Offices of more than [REDACTED] employees | 2 Slots |

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k. A suggested procedure for administering Multi-Purpose Slots is outlined as follows:

Personnel currently employed by CIA.

1. Candidates for reassignment to Multi-Purpose Slots be nominated by appropriate staff and division chiefs and submitted to the Director of Training through the appropriate Assistant Director, Office Head, or DD/P Senior Staff Chief.

2. Individuals so nominated be entered for an immediate assessment program.

3. A panel consisting of representatives of the Director of Training, the Assistant Director for Personnel, and the Office or Staff proposing the candidate be convened to consider appropriate courses of action e.g.,

(a) Additional formal training required by the individual;

(b) On-the-job training which will improve the individual's capabilities and usefulness to CIA;

(c) The Office of Training through its contacts within the various components of CIA to develop a series of part-time programs for the full exploitation of the individual's capabilities and qualifications;

(d) At the completion of each succeeding calendar year, reconvene the panel and review the effectiveness of the individual's program and the possibilities for his permanent reassignment within the Agency.

5. CONCLUSIONS:

a. Authorization for Multi-Purpose Slots would provide a practical method of retaining the services of individuals possessing unusual qualifications during periods when their capabilities cannot be fully utilized by any single component of CIA.

b. The skills and unusual qualifications of individuals occupying Multi-Purpose Slots would be available to all components of CIA in direct response to real but non-continuing requirements.

c. The capabilities and flexibility of CIA would be enhanced by retaining the services of individuals possessing unusual qualifications.

d. Multi-Purpose Slots can be established within the present CIA personnel ceiling.

e. The facilities of the Office of Training are well suited for administering the Multi-Purpose Slots.

6. ACTION RECOMMENDED:

a. Approve the conclusions set forth above.

b. Authorize the Director of Training, in coordination with the Assistant Director for Personnel, to develop detailed procedures for administration of Multi-Purpose Slots consistent with these conclusions.

c. Authorize the Director of Training to request the Deputy Director of Central Intelligence to approve the allocation of approximately twenty-five additional Slots to the Office of Training for use consistent with the conclusions herein.

d. Recommend to the Assistant Director for Personnel that Multi-Purpose Slots be so established that each may be filled at any level from grade GS-7 to grade GS-15.

e. Fix upon the Director of Training responsibility for administration of Multi-Purpose Slots as here proposed.

~~WALTER R. GALT~~
Director of Training

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Document No. 001
NO. 1
CLASS. 1
CL. 1

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MEMORANDUM FOR: Career Service Board, CIA
SUBJECT : Multi-Purpose Slots

- Notes in Left*
1. In recent discussions with the Deputy Director of Central Intelligence and the Assistant Director for Personnel the subject of Multi-Purpose Slots has been considered. It has been agreed that the establishment of a separate block of positions, to be used for the assignment of personnel in the capacity of full time, inter-office consultants or specialists, is feasible.
 2. It has been recognized that within the Central Intelligence Agency the need exists for the retention of selected personnel who possess unusual qualifications, which cannot be fully exploited by any one component of the Agency on a current full-time basis. However, such individuals may have one or more capabilities which can be utilized on a full-time basis by a combination of Agency components until the need arises for the maximum exploitation of their knowledge and skills by a single Agency component.
 3. A recent survey of the principle components of the Agency reveals that there are approximately three individuals of this category currently in the employee of CIA. A brief biographic sketch of the types of individuals referred to is appended to this memorandum.
 4. The Office of Training, by virtue of its functions and responsibilities, must have a clear and precise understanding of the detailed functions performed by each of the components of CIA in order that the

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training programs developed by this Office are truly responsive to the requirements of the Agency. For it is on the basis of this knowledge that the Office of Training develops programs which will prepare the individual employee for a specific projected assignment.

5. The Office of Training is currently charged with the responsibility for administering both the Junior Officer Training Program and certain aspects of the career development program. The experience gained through the establishment and execution of these programs could be readily applied to the administration of Multi-Purpose Slots.

6. It is therefor proposed that the Office of Training be charged with the responsibility of developing and initially implementing a program for the administration of Multi-Purpose Slots. A brief staff study on this problem setting forth the procedure to be followed is submitted for consideration by the Board.

MATTHEW BAIRD
Director of Training

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Approved For Release 2005/07/25 : CIA-RDP62-00634A000200040001-3

Approved For Release 2005/07/25 : CIA-RDP62-00634A000200040001-3

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17 Feb. '54

date

MEMORANDUM FOR: CIA Career Service Board

SUBJECT : Multi-Purpose Slots

1. PROBLEM: To establish some means by which individuals possessing unusual qualifications may be employed or retained by the Central Intelligence Agency, despite the fact that their capabilities cannot currently be fully utilized by any single component of CIA.

2. ASSUMPTIONS:

a. Long-range estimates of personnel requirements based upon anticipated operational needs would indicate the necessity for retaining in the employ~~ment~~ of CIA, personnel possessing unusual qualifications or the employment of such personnel when their services become available.

b. Establishment of a block of positions for the purpose of accom^modating personnel placed in the category of full time inter-office consultants and specialists is considered by General Counsel to be within the legal authority of the Director of Central Intelligence.

3. FACTS BEARING ON THE PROBLEM:

a. The CIA currently has within its employ~~ment~~ individuals who possess unusual qualifications which should not be lost to the national intelligence effort ^{even though such individuals have unusual qualifications} ~~and who~~ at present are not being fully utilized within their present assignment.

b. Recent T/O reductions have limited the opportunities of staff and office heads with respect to making appropriate reassignment of such individuals.

Approved For Release 2005/07/25 : CIA-RDP62-00634A000200040001-3

SECRET

SECRET

c. The Central Intelligence Agency does not at present have any separate block of positions set aside to accommodate personnel in this category.

d. Under the authority of Public Law 110, 81st Congress, the Director of Central Intelligence has the authority to employ personnel to execute the functions and responsibilities ~~assigned~~ ^{of CIA.}

e. The establishment of a block of positions for the purpose of accommodating personnel placed in the category of full time inter-office consultants and specialists is considered to be feasible by the Assistant Director for Personnel.

4. DISCUSSION:

25X1 a. [] establishes the Office of Personnel and sets forth the functions and responsibilities of this Office.

25X1 b. [] establishes the Office of Training and sets forth the functions and responsibilities of this Office.

25X1 c. [] establishes the Career Service Program and sets forth the functions and responsibilities of the CIA Career Service Board.

d. Functions of the Office of Personnel, as quoted below, are related to the problem as stated.

"The Assistant Director for Personnel shall:

a. Formulate and recommend policies which shall govern the administration of personnel throughout the Agency.

c. Inspect, review and evaluate all phases of personnel management activity for adequacy of personnel programs at all levels of the Agency.

f. Provide personnel service for the Agency to include:

(2) Procurement and placement of personnel for all

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components of the Agency."

[REDACTED]

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e. Functions of the Office of Training, as quoted below, are related to the problem as stated.

"The Director of Training shall:

a. Formulate and carry out training policies, plans, standards, and programs to increase the capabilities of personnel to serve the Agency.

b. Develop and direct, in coordination with appropriate Offices, training programs in the United States relating to the skills and techniques required in the specialized operational activities specifically charged to the Agency.

h. Direct a comprehensive program for the selection, professional training, and career preparation of junior officer personnel in cooperation with the various Offices of the Agency." (

[REDACTED]

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f. Continued efforts by the Office of Training to identify the specific functions performed by individuals assigned to the various components of CIA for the purpose of developing and conducting realistic training programs has resulted in a centrally located repository of knowledge concerning the detailed responsibilities and functions of the various Offices of CIA which the Office of Training serves.

g. The establishment and administration of the Junior Officer Trainee Program has resulted in a carefully developed set of criteria against which prospective candidates for this program are selected. Experience in this field could be readily applied to the selection of personnel for assignment to Multi-Purpose Slots.

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h. Assessment and Evaluation Staff, Office of Training, possesses the capability of aiding in the selection of personnel to be assigned to Multi-Purpose Slots.

i. The facilities of the Office of Training are ideally suited for the administration of Multi-Purpose Slots and, in consideration of the continued daily contacts between this Office and the other components of CIA, acceptable procedures could be readily established for the full utilization of personnel assigned to Multi-Purpose Slots.

Insert i. k. A suggested procedure for administering Multi-Purpose Slots is outlined as follows:

Personnel currently employed by CIA.

1. Candidates for reassignment to Multi-Purpose Slots be nominated by appropriate staff and division chiefs and submitted to the Director of Training through the appropriate Assistant Director, Office Head, or DD/P Senior Staff Chief.

2. Individuals so nominated be entered for an immediate assessment program.

3. A panel consisting of representatives of the Director of Training, the Assistant Director for Personnel, and the Office or Staff proposing the candidate be convened to consider appropriate courses of action e.g.,

(a) Additional formal training required by the individual;

(b) On-the-job training which will improve the individual's capabilities and usefulness to CIA;

(c) The Office of Training through its contacts within the various components of CIA to develop a series of part-time programs for the full exploitation of the individual's capabilities and qualifications.

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(d) At the completion of each succeeding calendar year, reconvene the panel and review the effectiveness of the individual's program and the possibilities for his permanent reassignment within the Agency.

5. CONCLUSIONS:

a. Authorization for Multi-Purpose Slots would provide a practical method of retaining the services of individuals possessing unusual qualifications during periods when their capabilities cannot be fully utilized by any single component of CIA.

b. The skills and unusual qualifications of individuals occupying Multi-Purpose Slots would be available to all components of CIA in direct response to real but non-continuing requirements.

c. The capabilities and flexibility of CIA would be enhanced by retaining the services of individuals possessing unusual qualifications.

Insert
d. Proper utilization of Multi-Purpose Slots would tend to reduce the incidence of employment of consultants and would effect certain savings involved in the future recruitment, security clearance and training of persons of similar capabilities.

e. The facilities of the Office of Training are well suited for administering the Multi-Purpose Slots.

6. ACTION RECOMMENDED:

a. Approve the conclusions set forth above.

b. Authorize the Director of Training, in coordination with the Assistant Director for Personnel, to develop detailed procedures for administration of Multi-Purpose Slots consistent with these conclusions.

c. Authorize the Director of Training to request the Deputy Director of Central Intelligence to approve the allocation of ^{approximately} additional Slots ~~to be used for~~ ^{consistent with the conclusions herein.}

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Insert → d. ~~Recommend to the Assistant Director for Personnel that classification of Multi-Purpose Slots in grades GS 7/15 be approved so that maximum utilization of such slots can be achieved.~~

e. Fix upon the Director of Training responsibility for administration of Multi-Purpose Slots as here proposed.

MATTHEW BAIRD
Director of Training

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6. ^{d.} Recommend to the Assistant Director for

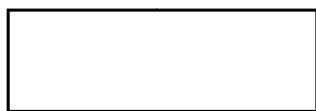
Personnel that Multi-Purpose Slots be so established that each may be filled at any level ~~within~~ the from grade GS-7 to grade GS-15.

5. d.
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Multi-purpose slots can be
established within the present CIA
personnel ceiling.

A.S.

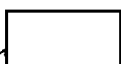

It is estimated that approximately



^{mn} multi-purpose slots

would be adequate. ~~at this time.~~

~~It is suggested that~~ ^{mn} Such multi-
^R purpose slots can be established
within the present (S) personnel
ceiling by assessing each Office
and DDP Senior Staff ~~one slot~~
~~for each five hundred authorized~~
~~strength.~~ on the following bases:

1. Offices of less than  employees - 1 slot
2. Offices of more than  employees - 2 slots

STAT



STAT

OTR

None 2d

None PM

1(VIS INFO SPEC) PP

None Comm

TSS

Approved For Release 2005/07/25 : CIA-RDP62-00634A000200040001-3

STAT

None ORR

None CO

None OED

None OED

Approved For Release 2005/07/25 : CIA-RDP62-00634A000200040001-3

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Approved For Release 2005/07/25 : CIA-RDP62-00634A000200040001-3

Next 1 Page(s) In Document Exempt

Approved For Release 2005/07/25 : CIA-RDP62-00634A000200040001-3

2/13/84

Memorandum For



STAT

Subject : Employees wire operations
not fully utilized by OTR

1. Per our conversation on last
Friday the following is the list you
requested:

STAT

Career Service Board CIA

Multi-Purpose Slots

In recent discussions with the DDCI and The Asst Dir Personnel the subject of Multi-purpose Slots ^{has} ~~have~~ been discussed // considered, and it has been agreed that the establishment of a ^{separate} block of positions, ~~against which~~ to be used for the assignment of personnel in the capacity of full time, ~~agency~~, ^{inter}-office consultants or specialists, is feasible.

It has been recognized that within the Central Intelligence Agency the need exists for the retention of selected personnel who possess unusual qualifications, which can not be fully exploited ^{current} by any one component of the Agency on a full time basis. However such individuals may have one or more capabilities which can be utilized on a ^{full} ~~part~~ time basis by a combination of Agency components, until the need arises for the maximum exploitation of their knowledge and skills by a single agency component.

A recent survey of the principle components of the Agency reveals that there are approximately ^{of this category} ~~three~~ ~~four~~ individuals currently in the employ of CIA. A brief biographic sketch of the types of individuals referred to is appended to this memorandum, ~~with/ including a brief statement of their unusual qualifications~~

The Office of training, by virtue of its functions and responsibilities, must have a clear and precise understanding of the detailed functions performed by each of the components of CIA, in order that the training programs developed by this Office are truly responsive to the requirements of the Agency.

For it is on the basis of this knowledge that the office of training develops programs which will prepare the individual employee for a specific his projected assignment.

The Office of training is currently charged with the responsibility for administering both ^{and certain aspects of} the career development ^{program.} and the Junior Officer training programs, the experience gained through the ^{Establishment} ~~development~~ and execution of these programs, could be readily applied to the administration of multipurpose slots.

In light of the ab/

MB
In accordance with the suggestion made by the DDCI, the facilities of the office of training, are proposed as

It is therefor proposed that the Office of Training be charged with the responsibility of developing and ^{initially} implementing a program for the administration of twenty five multi purpose slots.

A brief staff study on this problem setting forth the procedure to be followed ~~is appended~~ *is submitted for consideration* *by The Board -*

MB